

SCENARIO NOTE TO THE DEPUTY MINISTER

MEETING BETWEEN DEPUTY MINISTER OF INFRASTRUCTURE AND COMMUNITIES AND CHIEF EXECUTIVE OFFICER OF THE WINDSOR-DETROIT BRIDGE AUTHORITY

MEETING DETAILS

- **DATE/TIME:** Monday, November 19, 3:30-4:00 pm (TBC)
- **LOCATION:** 427 Laurier Avenue, 10th Floor, Room 10-026
- **PARTICIPANTS:**
 - Bryce Phillips, CEO, WDBA

PURPOSE

- To discuss how Infrastructure Canada (INFC) and Windsor-Detroit Bridge Authority (WDBA) can work together to deliver the Gordie Howe International Bridge (GHIB) project and support effective project governance.

KEY CONSIDERATIONS

- WDBA is currently setting up a strong governance framework to oversee the GHIB during the construction phase, which will include regular Deputy Minister, Assistant Deputy Minister and Director-level committees; [REDACTED]
- This meeting is an opportunity to emphasize Government of Canada expectations regarding GHIB project governance, and reinforce how INFC supports the Minister to fulfill his responsibilities for the project and WDBA.

PROPOSED TALKING POINTS

- [REDACTED]
- The Minister and his Office, Deputies, and Central Agencies all value transparency, timely reporting and a “no surprises” approach to briefing up.
- Ottawa is a complex system. I encourage you and your team to take full advantage of the knowledge and experience that exists here at INFC to help you navigate it.

- It will also be important that we keep advocating for the project and engaging stakeholders in Michigan to ensure continued strong support as we move forward.

Attachments:

Annex A

- INFC/WDBA Roles and Responsibilities Placemat
- [REDACTED]
- [REDACTED]
- Draft Terms of Reference for ADM Governance Committee
- Draft Terms of Reference for INFC/WDBA Liaison Committee

GORDIE HOWE INTERNATIONAL BRIDGE PROJECT
ASSISTANT DEPUTY MINISTERS COMMITTEE
TERMS OF REFERENCE

1.0 Background

The Windsor-Detroit Bridge Authority (WDBA), a non-Agent Crown corporation, is charged with delivering the Gordie Howe International Bridge. INFC in consultation with Central Agencies have determined that an ADM level committee be established to provide overall government direction on the key project issues, given the financial investment, scale, and complexity of this priority project for the Government of Canada.

2.0 Mandate

The mandate of the Assistant Deputy Ministers (ADM) Committee is to support and provide advice to the Deputy Ministers (DM) Committee with respect to the progress and risks associated with the construction of the Gordie Howe International Bridge project. The ADM Committee's mandate is, further, to assist in ensuring that the project advances as planned while minimizing downside risk that, if realized, could result in significant additional costs to Canada.

ADM Committee meetings will provide an opportunity for participants to ask questions and seek clarification from the WDBA.

To provide the ADM Committee with the necessary information needed to support the DM Committee in its responsibility for ensuring the Project advances, the ADM Committee will have an established agenda of discussion items and will meet regularly for updates on:

- Status of construction;
- [REDACTED]
- Issues management;
- [REDACTED]
- [REDACTED]
- Major issues and risks.

The ADM Committee will receive a quarterly report from WDBA to support their decision-making. The contents of this reports are provided in Annex A.

Additionally, should the ADM Committee choose, they have the ability to refer matters to the DM Committee, or schedule additional meetings.

3.0 Members

The ADM Committee will be chaired by the ADM of Program Operations, Infrastructure Canada and will include members from Treasury Board Secretariat, Privy Council Office, Finance Canada, and WDBA.

Other departments/agencies involved in the project (e.g., CBSA, CFIA, GAC, Public Safety, TC) could be invited when appropriate. The ADM Committee may invite senior officials of WDBA to meetings given their responsibility for project delivery.

4.0 Secretariat

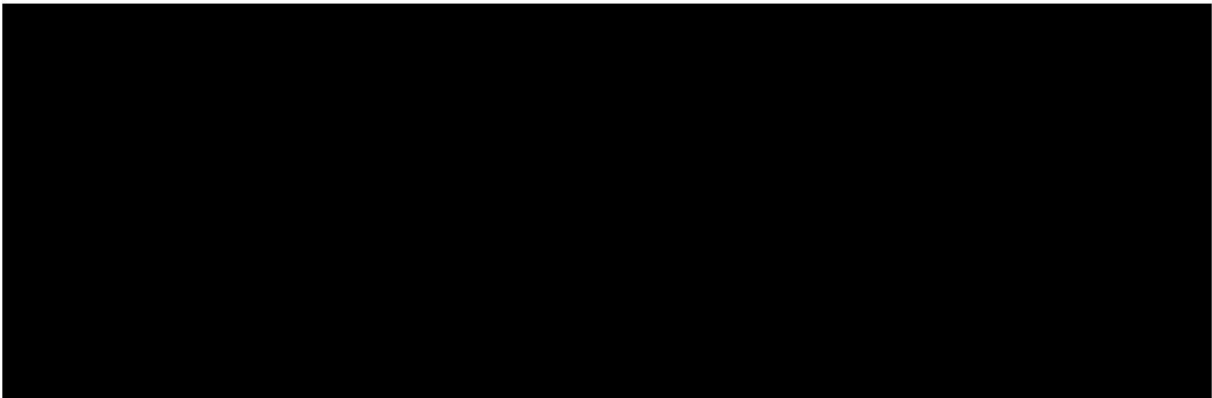
The Director (or Director-General), Major Bridges, Programs-Operations Group at Infrastructure Canada (INFC) will be responsible for providing Secretariat support to the ADM Committee.

INFC will arrange the meetings, distribute documents and take minutes. All efforts will be made to distribute documents at least 3 days before each meeting. It is expected that WDBA will provide much of the substantive content.

5.0 Meeting Frequency

The committee will convene on a quarterly basis, at a minimum, and will coincide with the quarterly status update on the Project from the WDBA (Annex A). ADM Committee meetings will precede DM Committee meetings.

In their role as the overseeing department, INFC may provide recommendations to convene additional meetings. In circumstances where risks materialize, WDBA will promptly advise INFC in order to engage the ADM Committee in between regular meetings, to inform the decision-making of WDBA.



6.0 Quorum

The number of members that constitutes a quorum shall be three (e.g. INFC, TBS, and FIN).

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pursuant to paragraphs
69(1)(g)re(a) and 69(1)(g)re(c)
of the *Access to Information Act***

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Font l'objet d'une exception totale
conformément aux dispositions de paragraphe
69(1)(g)re(a) et 69(1)(g)re(c)
de la *loi sur l'accès à l'information***

GORDIE HOWE INTERNATIONAL BRIDGE PROJECT

COMMITTEE TERMS OF REFERENCE

DRAFT

Committee:		Infrastructure Liaison Committee
Mandate: The mandate of the Infrastructure Liaison Committee is to: <ul style="list-style-type: none"> Address significant construction risks and issues related to the Government of Canada in order to ensure Project Co adherence to the DB Schedule. To facilitate the resolution of issues across the BNA, WDBA, and Government of Canada organizations. 		
Scope: <ul style="list-style-type: none"> Review WDBA Changes and BNA Changes Review construction progress Review construction risks and major issues 		
Co-Chairs:	Leslie Martin, WDBA - EVPEO	Matt Steeves, INFC – Director
Secretary:	Susie Carvalho, WDBA – Director	
Report To:	Bryce Phillips, WDBA - CEO	Natalie Bossé, INFC – DG, Major Bridges
Members:		
	Heather Grondin, WDBA – VP Communications & Stakeholder Relations	Todd Keating, INFC
Technical Resources:		
	Role: Technical Resources may be consulted on technical issues to provide advice on issue resolution.	
	Zaher Yousif, WDBA - Director	Grant Hilbers, WDBA – Director
	Joe Maghnieh, WDBA – Director	VP of Project Management, WDBA
	Anne Mullen, WDBA - Corporate Secretary Chief of Staff	Derek Parkin, INFC or Tim Klodt, INFC
	Russell Burrell, INFC – Engineer	WDBA VP Engineering & Construction
	Lori Chadwick, WDBA - Manager	
Alternates: Members must designate an alternate to represent them in cases where they cannot attend a meeting and must be granted necessary Delegation of Authority.		
Documentation for Committee: <ul style="list-style-type: none"> DB Committee Monthly Report DB Schedule Critical Path Report Project Work Report (Project Agreement Schedule 8 Section 5.1) Project Co Risk Management Plan WDBA Risk Management Plan WDBA Change Management Report 		
Deliverables: <ul style="list-style-type: none"> Infrastructure Liaison Committee Report 		
Meeting Frequency:	Monthly through Substantial Completion	

Dispute Resolution Process:
<ul style="list-style-type: none">• Committee members may refer a dispute to Bryce Phillips, CEO and Natalie Bosse for resolution.
Changes:
<ul style="list-style-type: none">• The Technical Working Group is not authorized to make any Changes to the Project Agreement.• All Changes shall be governed by Schedule 22.

DM Committee Members - Gordie Howe International Bridge Project

Members	Title / Department	Telephone	E-Mail Address	Assistant	Telephone
Kelly Gillis, Chair	Deputy Minister, Infrastructure Canada	613-954-3272	kelly.gillis@canada.ca	line.geerts@canada.ca	613-941-0715
Catrina Tapley	Deputy Secretary to the Cabinet, PCO	613-957-5414	catrina.tapley@pco-bcp.gc.ca	sylvie.lavigne@pco-bcp.gc.ca	613-957-5417
Paul Rochon	Deputy Minister, Finance Canada	613-369-4434	paul.rochon@canada.ca	roxanne.rozon@canada.ca	613-369-4433
Peter Wallace	Secretary of the Treasury Board	613-369-3176	Peter.Wallace@tbs-sct.gc.ca	Tanya.Fournel@tbs-sct.gc.ca	613-369-3180
Michael Vandergrift	Associate Deputy Minister, Public Service and Procurement	819-956-4472	michael.vandergrift@tpsgc-pwgsc.gc.ca	emmanuelle.pagericher@tpsgc-pwgsc.gc.ca	819-956-8438
Attendees	Title / Department	Telephone	E-Mail Address	Assistant	Telephone
Marc Fortin	Assistant Deputy Minister, Program Operations, INFC	613-948-8003	marc.fortin3@canada.ca	sylvie.germain@canada.ca	613-948-9143
Natalie Bossé	Director General, Major Bridges, POB, INFC	613-998-1900	natalie.bosse@canada.ca	valerie.cyr@canada.ca	613-998-2954
Bryce Phillips	Chief Executive Officer, WDBA	519-946-4872	bryce.phillips@wdbridge.ca	lucie.bessant@wdbridge.ca	519-946-1806
	Chief Operating Officer, WDBA			angela.harrison@wdbridge.ca	519-946-4887

GORDIE HOWE INTERNATIONAL BRIDGE PROJECT—ROLES AND RESPONSIBILITIES



Infrastructure
Canada

INFC's Gordie Howe International Bridge team is a small, multi-disciplinary, dedicated project team that serves as the Government of Canada's centre of knowledge and expertise on the GHIB project and the Windsor-Detroit trade corridor. The team provides support and advice to INFC senior management and the Minister for all aspects of the Gordie Howe International Bridge Project.

GOVERNANCE

GOC GOVERNANCE

Serving as Secretariat for ADM Committee, DM Committee and Ministerial Governance Committee

Ensuring Mandatory Reporting Requirements are met

RISKS

Keep informed and assess key project risks, potential impact to Canada and mitigations

ENGAGEMENT /ADVOCACY

Leading engagement on GHIB project within Government of Canada and providing input on the GHIB project in support of Canada's overall U.S. Engagement Strategy.

Working with WDBA and GAC on project advocacy plan

Maintaining Gov-to-Gov relationships with Michigan, U.S. project partners and stakeholders

FINANCIAL OVERSIGHT/CONTROLS

Ensure funds/expenditure authority in place for WDBA operations

PROGRAM MANAGEMENT / PROJECT PROGRESS MONITORING

MONITOR PROJECT PROGRESS

Through participation on INFC Liaison Committee, reporting and liaising with WDBA keeping informed on the progress of construction, schedule and costs

ADVICE TO SR. MANAGEMENT

Developing all policy and briefing material while supporting Minister in Minister's accountability to Parliament

CROWN CORPORATION RESPONSIBILITIES

Review and seek TB Approval WDBA Corporate Plans, ensure WDBA annual reports, Corporate Plan summaries, ATIP reports etc. are tabled in Parliament

PROGRAM MANAGEMENT

Risk analysis and assessment of impacts to Canada
Monitor Developments on Ambassador Bridge Enhancement Project
Impact of USMCA Agreement on GHIB project

STATISTICS/TREND ANALYSIS

Trade/traffic/investment trends etc.

CORPORATE OBLIGATIONS

Departmental Reporting etc.

TECHNICAL

REAL PROPERTY—CANADA

Acquisition of real property in Canada (314 properties) and manage Canada's real property interests.

- Granting easements
- Managing 100 year ground lease with WDBA
- Managing other real property commitments

ENVIRONMENTAL MANAGEMENT

Ensure compliance with environmental legislation and commitments:

- Bridge to Strengthen Trade Act
 - Regulation/legislation
 - Oversight
 - Implementation
- Species at Risk Management
- Oversight of WDBA Environmental Management Plan

UTILITY RELOCATION MANAGEMENT — CANADA

Coordination with WDBA, utility companies etc.

SUPPORT WDBA

- Ensure required funding and expenditure authority in place for WDBA
- Liaison with Central Agencies
- Lead engagement with Federal Partners
- Advice and support on development of reporting templates, Corporate Plans etc.

REPORT ON PROJECT PROGRESS AND RISKS

- WDBA Corporate Plans
- Formal Reporting
- INFC Liaison Committee
- DM/CEO biweekly phone calls
- INFC observers on other Project Committees

COLLABORATION AND COORDINATION

- Coordination with INFC communications
- Project Advocacy Plans and Products
- Issues Management
- Development of materials to support Government of Canada Governance Committees

WDBA APWD

WINDSOR-DETROIT BRIDGE AUTHORITY

WDBA is responsible for the delivery of the Gordie Howe International Bridge through a public-private partnership (P3). It is also responsible for project oversight of the construction and for the operation of the new crossing.

Strategic Priority: Construction of the Gordie Howe International Bridge



- Construction Governance
- Oversee the Design and Construction Phase for GHIB
- P3 Contract Management
- U.S. Property Acquisition
- Canadian Early Works and Utility Relocations
- U.S. Early Work and Utility Relocations
- Project Communications and Community/Stakeholder Engagement

Strategic Priority: Stakeholder Engagement/ Deepening Understanding of the Macro Environment

ASPIRATIONAL VISIONS: To be the model land border crossing in North America, to be integrated with the community, and for the GHIB to be a symbol of opportunity

- Maximize Mandate—Maximize effectiveness of GHIB by engaging stakeholders to understand their needs better with goal to increase commercial traffic across GHIB and decrease crossing times.
- Economic Stimulus—Enhance economic activity in the region by increasing throughput and making the border as transparent as possible from a trade point of view.
- Successful Construction—Establish effective partnership with Bridging North America
- Leveraging Opportunities for Innovation